

Strategic Management: Concepts & Cases

Summer Term

Institute:	Institute of Strategic Management
Lecturer:	Prof. Dr. Anja Tuschke
Assistant:	Assistants change annually
Weekly hours:	90 min lecture + 90 min tutorial
Credits	6 ECTS
Examination:	Written exam (120 min, open questions)
Prerequisites:	none
Course Material:	Slide deck and mandatory readings for lecture and tutorial

Course Description & Main Objectives

Strategic management centers around the formulation and implementation of a company's strategic goals. The starting point of the course is the question: "What is strategy?". Against this background, you will receive insights into important fundamentals of strategic management and selected methods of determining a company's status quo. Considering classical approaches as well as current advancements, the course will teach how to develop strategies. Moreover, selected strategies will be discussed, namely digital strategies, diversification, and strategic alliances.

Lectures Overview / Course Outline

The course consists of a regular lecture and tutorial with a duration of 90 minutes each. The lecture introduces central concepts, theories, and instruments of strategic management. The tutorial deepens students' understanding of strategic management by applying these concepts, theories, and instruments to practice-related problems with the help of case studies.

I. Introduction

1. What is Strategy?

II. Fundamentals of Management

2. Objectives, Goals, and Key Performance Indicators
3. Management and Leadership

III. Determining the Status Quo

4. External Analysis – Selected Methods
5. Internal Analysis – Selected Methods

IV. Developing Strategies

6. The Path to Strategy

V. Selected Strategies

7. Digital Strategies
8. Diversification
9. Strategic Alliances

VI. Handling Difficulties in Management

10. Management in Times of Crisis

Literature

Hambrick/Fredrickson (2001): Are you sure you have a strategy, in: Academy of Management Executive, Vol. 15, No. 4.

Mintzberg/Waters (1985): Of Strategies, Deliberate and Emergent, in: Strategic Management Journal, Vol. 6, No. 3.

Kaplan/Norton (1992): The Balanced Scorecard –Measures That Drive Performance, in: Harvard Business Review, Vol. 70, No. 1.

Kaplan/Norton (2000): Having Trouble with Your Strategy? Then Map It, in: Harvard Business Review, Vol. 78, No. 5.

Collins (2001): Level 5 Leadership: The Triumph of Humility and Fierce Resolve, in: Harvard Business Review, Vol. 83, No. 7/8.

Brandenburger/Nalebuff (1995): The Right Game: Use Game Theory to Shape Strategy, in: Harvard Business Review, Vol. 73, No. 4.

Porter (1979): How Competitive Forces Shape Strategy, in: Harvard Business Review, Vol. 57, No. 2.

Barney (1991): Firm Resources and Sustained Competitive Advantage, in: Journal of Management, Volume 17, No. 1.

Kim/Mauborgne (2005): Blue Ocean Strategy: From Theory to Practice, in: California Management Review, Vol. 47, No. 3.



Stadler/Hautz/Matzler/von den Eichen(2021): A User's Guide to Open Strategy, in: Harvard Business Review Digital Articles. 11/2/2021, p. 1-10.

Iansiti/Nadella (2022): Democratizing Transformation, in: Harvard Business Review, Vol. 100, No. 3.

Neeley/Leonardi (2022): Developing a Digital Mindset, in: Harvard Business Review, Vol. 100, No. 3.

Goold/Campbell (1998): Desperately Seeking Synergy, in: Harvard Business Review, Vol. 76, No. 5, p. 130-143